

Appendix A

Timeline of Events

Summer 2007	Venegas case - Law enforcement questions about safety decision making
September 2007	<ul style="list-style-type: none"> • Management of Intake function reorganized to separate management responsibility for Intake decisions from responsibility for CPS work load. • Supervisor span of control in child protection services is decreased to six social workers per supervisor (down from 1:8) to provide more clinical oversight . • Required training on a number of child safety topics had been scheduled throughout the summer and concluded in September.
January – March 2008	Four abuse related child fatalities on open cases occur.
Summer 2008	CA Region 5 convenes a community work group to consider data related to all types of child fatalities in Pierce County. Partners in this work include Mary Bridge Children’s Hospital, Tacoma – Pierce County Health Dept., Puyallup Tribe.
October 2008	The very large Tacoma field office formally divides into Pierce West and Pierce East field offices. Goals are to improve our responsiveness to local communities, improve quality and coordination of safety and permanency planning, improve staff morale by creating a smaller more flexible organizational structure.
October 2008 through March 2009	Social work units are slowly moved into new organizational structures and new physical locations. Reporting structures are revised. Support procedures refined. Local office cultures for staff support begin to develop.
Summer 2009	Management team re-evaluates assignments. Area Administrators take on leadership for program areas. Bremerton Area Administrators take leadership roles in FamLink reports, child fatality community work groups, public disclosure requests.
September 2009	A new business manager joins the management team.